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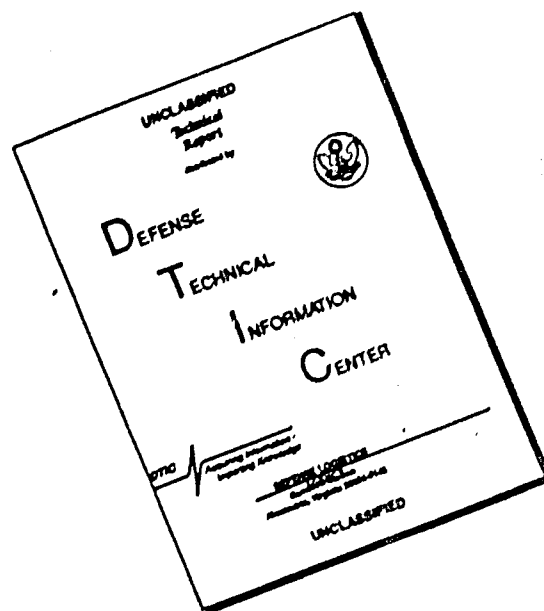
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DEPARTMENT OF THE ARMY  
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WASHINGTON, D.C. 20310

IN REPLY REFER TO

DAAG-PAP-A (M) (9 Jun 72) DAFD-OTT 712150

26 June 1972


SUBJECT Operational Report - Lessons Learned, Headquarters, 765th Transportation Battalion Period Ending 30 October 1971 (U)

SEE DISTRIBUTION

1. The attached report is forwarded for review and evaluation in accordance with para 4b, AR 625-15.
2. The information contained in this report is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material.
3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: DAFD OTT, within 90 days of receipt of this letter.

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1 Incl  
as

  
VERNE L. BOWERS  
Major General, USA  
The Adjutant General

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 765TH TRANSPORTATION BATTALION (A&S) (GS)  
"MUI TEN THANG"  
APO 96291

AVGFV

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30 October 1971, RCS: CSFOR-65(R3)

Assistant Chief of Staff for Force Development  
Department of the Army  
Washington, D. C. 20310

## 1. OPERATIONS: Significant Activities.

a. Organization and location: Headquarters and Headquarters Company, 765th Transportation Battalion (A&S) (GS) is organized under MTOE 55-66FP02, POOL'VO, UIC, WCKG, implemented by USARPAC Go 277, 25 June 1970. The HHC is located at Vung Tau, RVN. Other subordinate units of the battalion are as follows:

- (1) 317th Maintenance Company (Light Equipment) (Avionics General Support), Vung Tau.
- (2) 330th Transportation Company (Aircraft General Support), Vung Tau.
- (3) 388th Transportation Company (Aircraft Direct Support), Vung Tau.
- (4) 611th Transportation Company (Aircraft Direct Support), Vinh Long.

b. Mission: The primary mission of the headquarters is to provide command, control, staff planning and administrative supervision of the aircraft general support company, two aircraft direct support companies, and the avionics general support company. The primary missions of subordinate units are as follows:

- (1) Direct Support Units: To provide direct support and backup direct support maintenance for airframes, engines, aircraft systems, avionics, and armament for aircraft of all types located in the Vung Tau area of Military Region 3 and all of Military Region 4. Support is on an area basis and includes US Navy and Free World Forces aircraft. The direct support units also provide recovery and maintenance evacuation of downed aircraft.

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AVGV

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

(2) General Support Unit: To provide backup direct support and general support maintenance for all aircraft, components, and armament systems. The general support unit also provides an organic lift capability for recovery of observation and utility aircraft.

(3) Avionics General Support Unit: To provide backup direct support and general support avionics maintenance for more than 741 aircraft. The 317th Maintenance Company (LE) also supports aircraft located in Thailand (Joint US Military Advisory Group), aircraft operated by the Royal Australian Air Force, Air America and Pacific Architect & Engineers (PA&E). Backup direct support and general support is also provided to aircraft control towers and ground control radar systems located in Military Region 3 and 4.

(4) Additional Battalion Missions:

(a) The battalion operates a primary Theater Aircraft Repair Program (TARP) activity. Units through out RVN turn-in aircraft reparable to the Aviation Collection and Classification Point Saigon. An allotted portion of these reparable are routed through the 388th Transportation Company (ADS) to be repaired in the general support level allied shops of the 330th Transportation Company (AGS). The serviceable output of these shops is again processed through the battalion control DSU and returned to the supply system.

c. Changes in Command:

(1) On 9 July 1971 LTC John D. O'Donohue assumed command of the 765th Transportation Battalion (M&S) (GS) from LTC Walter A. Ratcliff.

(2) On 15 October 1971 Major James R. Hughes JR. assumed command of the 330th Transportation Company (AGS) from Major William R. Williamson.

(3) On 10 September 1971 Captain Paul H. Pommet assumed command of the 611th Transportation Company (ADS) from Major Albert M. Lidy.

(4) On 11 October 1971 Major Kenneth C. Eaton assumed command of the 611th Transportation Company (ADS) from Captain Paul H. Pommet.

(5) On 28 August 1971 Major James I. Thomas assumed command of the 388th Transportation Company (ADS) from Captain Carl R. Propp.

d. Mission Operations:

(1) All units of the battalion participated in combat service support operations and conducted integrated unit and individual training during the entire reporting period.

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AVGFV

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

(2) The Direct Support Activities (DSSA's) of the 388th and 611th Transportation Companies continue to conduct supply seminars for customer technical supply personnel on a monthly schedule. The program has proven invaluable for resolving problems, establishing improved working relationships and enhancing customer satisfaction. This program is in addition to the technical assistance program.

(3) Aircraft General and Direct Support Maintenance: During this reporting period, the aircraft GS and DS units of the battalion provided maintenance support for 618 aircraft located in Military Regions 3 and 4, RVN. This support included all installed and float armament systems, repair of battle and crash damaged aircraft, repair of direct exchange components and repair of TARP items. The following breakdown represents performance in this area.

(a) Aircraft Maintenance:

	DIRECT SUPPORT MAINTENANCE							MO. AV.
	MAY	JUN	JUL	AUG	SEP	OCT	TOTAL	
A/C Received	219	234	241	326	257	126	1400	233
A/C In-Progress	95	79	78	65	65	63	445	74
A/C Completed	235	235	254	326	259	123	1432	239

TIME TO REPAIR	PERFORMANCE							%
	MAY	JUN	JUL	AUG	SEP	OCT	TOTAL	
0-10 Days	124	174	201	293	166	86	1044	72.90
11-20 Days	53	45	45	27	82	24	276	19.47
21-30 Days	42	12	7	3	10	10	84	5.87
31 + Days	16	4	1	3	1	3	28	1.55

	GENERAL SUPPORT MAINTENANCE							MO. AV.
	MAY	JUN	JUL	AUG	SEP	OCT	TOTAL	
A/C Received	40	31	58	42	30	30	231	38
A/C In-Progress	12	9	12	37	39	30	139	23
A/C Completed	43	28	43	40	39	26	219	37



AVGFW

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

<u>TIME TO REPAIR</u>	<u>PERFORMANCE</u>						<u>TOTAL</u>	<u>%</u>
	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>		
0-20	23	18	33	39	26	22	161	73.81
21-40	11	8	10	0	7	3	39	18.33
41-50	3	2	0	1	5	1	12	5.48
51-	6	0	0	0	1	0	7	2.14

(b) Aircraft Components:

<u>RECEIVED</u>	<u>REPAIRED</u>	<u>NRTS</u>	<u>NRTS RATE</u>
4771	4451	118	2.6%

(c) Aircraft Turbine Engines:

<u>RECEIVED</u>	<u>REPAIRED</u>	<u>NRTS</u>	<u>NRTS RATE</u>
187	103	35	18.7%

(d) Aircraft Armament Subsystems Components:

	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>
Received	466	481	415	491	440	401
Repaired	498	429	436	533	375	449
Maintenance	3302	3066	2629	2171	2543	3341

(e) Avionics Components Processed:

	<u>317TH</u>
WO Received	33,047
WO Completed	27,157
WO Evacuated to SAMD & FMF	1,639

(5) Aircraft Processing: This battalion has an additional mission of off loading and processing aircraft delivered to Vung Tau by surface vessel. The company responsible for processing inbound aircraft at Vung Tau is the

AVGFW

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

388th Transportation Company (ADS). During this period ships discharged 14 aircraft, 6 OV-1D's, 2 RU-8D's, 6 UH-1D's. These aircraft were processed, test flown and delivered to customer units.

(6) Retrograde Aircraft:

(a) Both the 388th Transportation Company (ADS) and the 611th Transportation Company prepare aircraft for retrograde, by air, to COMUS. During this period the following aircraft have been prepared for air shipment:

<u>TYPE A/C</u>	<u>388TH</u>	<u>611TH</u>
OH-6A	3	15
OH-58A	8	0
UH-1B	0	8
UH-1C	10	0
UH-1D	0	0
UH-1H	7	28
UH-1M	11	0
AH-1G	2	5
CH-47	0	0
	<u>41</u>	<u>56</u>

TOTAL: 97

(b) The 388th Transportation Company is responsible for surface retrograde. Aircraft are prepared for surface shipment and loaded aboard "SEATRAN" vessels. The following aircraft were processed through the 388th for surface retrograde:

<u>TYPE A/C</u>	<u>NUMBER</u>	<u>TYPE A/C</u>	<u>NUMBER</u>
CH-47	22	U-1	5
UH-1C	1	O-1	5
OH-13	5		
	<u>28</u>		<u>10</u>
SUBTOTAL:	28	SUBTOTAL:	10
GRAND TOTAL:	38		

(7) The battalion performed eighty-four aircraft field extractions and one hundred and one aircraft maintenance evacuations during this semiannual period.

(8) The battalion controls consolidated flight operations for units located at Vung Tau from within its own assets. The battalion also provides passenger and administrative airlift support to more than thirty small tenant activities at Vung Tau. Missions such as finance support for PX, banking, club

AVGFV

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

custodians, and civilian pay officers have increased the mission load considerably. However, the majority of these missions are combined with the battalion's mission essential flights by scheduling all missions through the centralized operation.

SUMMARY OF FLIGHT OPERATIONS		
<u>PAX CARRIED</u>	<u>S/TONS AIRLIFTED</u>	<u>HOURS FLOWN</u>
2,540	190	2,654

(9) Technical Supply Operations.

(a) Semiannual statistics for 611th Tech Supply

	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>
ASL Lines	4546	4632	4030	3521	3665	3321
Lines at Zero Balance	605	373	620	490	711	597
Total Request Received	6365	9040	7651	7774	7694	7926
Demand Accommodation	70%	77%	78%	77%	77%	80%
Demand Satisfaction	89%	86%	88%	85%	83%	86%

(b) Semiannual Statistics for 388th Tech Supply:

	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>
ASL Lines	4024	3561	3166	3609	3387	3527
Lines At Zero Balance	718	478	489	714	745	654
Total Request Received	5256	6533	7422	5551	5843	5624
Demand Accommodation	69%	55%	49%	46%	56%	59%
Demand Satisfaction	74%	76%	78%	97%	69%	74%

(c) The 388th and the 611th DSSA statistics are for the entire semiannual period. The average monthly performance statistics are as follows:

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AVGVFV

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

	<u>388TH</u>	<u>611TH</u>
ASL Lines	3628	3952
Lines at Zero Balance	633	607
Total Request Received	6040	7742
Demand Accommodation	56%	77%
Demand Satisfaction	78%	86%

(10) Theater Aircraft Repair Program:

(a) The bulk tonnage of aircraft components processed by this battalion in support of TARP during this period is as follows:

Shipped to CONUS NRTS: 122.1

Shipped to Saigon: 472.1

(b) TARP items processed through the 330th Transportation Company (AGS) during this period:

<u>NOMENCLATURE</u>	<u>RECEIVED</u>	<u>REPAIRED</u>	<u>SALVAGE</u>	<u>NRTS</u>	<u>BACK LOG</u>
Tail Booms D/H	140	91	19	12	18
Drive Shafts	863	165	694	-	-
Hanger Bearings	165	129	-	-	36
Turbine Engines	187	103	6	35	43
M/R T/R Hub Assys	279	62	-	34	180
Servos	254	85	14	5	150
Fuel Controls	176	70	0	73	33
Batteries	802	401	25	27	348

e. New Activities:

(1) On 15 August 1971, the 388th Transportation Company's (ADS) Detachment at Can Tho was reorganized and redesignated, the first platoon, 611th Transportation Company (ADS). This addition to the 611th Transportation Company (ADS) assets has greatly increased the support capability rendered at Can Tho, in that a significant amount of direct support maintenance can be accomplished without having to evacuate the aircraft and/or components to Vinh Long.

(2) The 611th Transportation Company (ADS) has increased its capabilities in repairing unserviceable components i.e., 540 main rotor hubs, 204 main rotor hubs, 90° gearboxes, 42° gearboxes, main drive shafts, etc., thereby reducing the critical shortages which existed on many of these items.

AVGFV

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSTUR-65(R2)

2. LESSONS LEARNED COMMANDERS OBSERVATIONS, EVALUATIONS AND RECOMMENDATION:

a. Personnel: None

b. Intelligence: None

c. Operations:

(1) Organizational Preventive Maintenance.

(a) Observation: Aircraft which are being workordered show a significant increase in the number of organizational maintenance discrepancies.

(b) Evaluation: The manhours and NORS time expended in the repair of these discrepancies has significantly decreased the return to service time of the DSU's and in several cases it has been instrumental in the loss of the aircraft from the unit because of excessive down time. This observation indicates that supported units are not performing the necessary preventive maintenance on their aircraft which is required to keep their aircraft in a safe flyable condition.

(c) Recommendation: That additional emphasis be placed on organizational maintenance procedures to underscore their importance to the unit commander.

(2) Preparation of CH-47 aircraft for shipment to CONUS.

(a) Observation: All CH-47 aircraft prepared for shipment to CONUS are required to have a protective coating or cover, consisting of either spraylac global 4047, or Herculite covers. All methods provide a protective coating for shipment to prevent corrosion to the aircraft.

(b) Evaluation: Installation of the Herculite cover, FSN 1730-226-5696, was found to be a trial and error procedure. No instructions for installing these covers were included with the kits. The covers come in five different sections numbered one thru five. With no instruction, it was felt that the number one section should be installed first. Experiment has proved that the covers should be installed in the reverse sequence; i.e., 5, 4, 3, 2, 1.

(c) Recommendation: That instructions be issued with the kits for installation of cover and lacing. It was discovered that by installing the number 5 section first and proceeding in reverse sequence, the covers were easily installed. Lacing can be done with less trouble and in less time by starting at either end of the aircraft and running a continuous line. The experience gained by units processing CH-47 aircraft will save time on the installation of Herculite covers by any unit processing CH-47 aircraft. The containers in which the covers are received are suitable for a shipping container for BIL equipment shipped inside the aircraft. These may subsequently be used as

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15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

containers to expedite the return of the covers to the supply system when the aircraft is depreserved at its destination.

(3) Tech Supply:

(a) Observation: The maximum release quantity (MRQ) programmed into the computer at AMMC is seriously effecting the supply performance of the DSSA's. The effects of the MRQ have been explained to the management personnel at AMMC on several occasions but suggestions and requests for a remedy to this problem have been seemingly ignored while the MRQ continues to play havoc with zero balance and passing order percentages.

(b) Evaluation: The total passing actions on high-priority requests by one DSSA during month of September were 1077-19% of the total request received. The zero balance percentage for the same month was also 19%. It is not feasible for an organization to operate with maximum effectiveness when existing due-outs cannot be filled. The 611th DSSA has gone so far as to submit hand prepared AOE requisitions with 2L advice, the quantity due-in, the quantity due-out, a statement that the quantities requested had been researched and found to be valid, and the 611th Commanding Officers' signature and still received only partial fill on some of the requisitions. When parts are received as partial fills by a DSSA. The 1348-1 does not reflect whether the remaining due-in quantity will be shipped or has been cancelled because the amount requisitioned exceeded the MRP. The 1348-1 only shows the shipment was partial by use of the suffix code. This leaves the DSSA without status for up to 30 days on low priority requisitions. The MRQ is a severe handicap to the DSSA's.

(c) Recommendation:

1. AMMO's MRQ and its effect must be researched and adjusted as necessary so this DSSA can effectively accomplish its mission.

2. The computer at AMMC must be programmed to reflect a partial shipment with the remainder cancelled or a partial with the remainder to be shipped on a later date by use of the advice and status code field on the 1348-1.

3. It is further recommended that AMMC either respond to follow-ups submitted by DSSA's or submit a complete listing of all due-outs to the DSSA's bi-monthly.

3. Training: None

c. Logistics:

(1) Unserviceable Components:

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AVGFV

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

(a) Observations: Many unserviceable components arrive for repair with serial numbers not matching the paperwork or with the paperwork missing entirely. Packing and preservation is also insufficient in some cases. Components are received rusty, corroded and obviously damaged due to improper shipping containers and rough handling.

(b) Evaluation: Considerable savings could be realized in both transportation costs and replacement cost of these being salvaged or NRTS. The majority of components NRTS are due to inaccurate or missing paperwork. In addition to the savings mentioned above is the problem of a continued fluctuation of backlog and the uncertainty of never knowing exactly how many components are available for repair.

(c) Recommendations: Units and personnel responsible for evacuation of unserviceables should be made aware of the loss they are causing. Procedures should be implemented that will insure proper packing and preservation to include but not limited to: Using the manufacturers shipping container, use of the proper preservatives, proper cleaning procedures, and insurance that the proper paperwork accompanies the components.

f. Communications: None

g. Material: None

h. Other:

(1) Security of Installations:

(a) Observation: As forces in the area drawdown, the security of installations become more and more paramount. However, installations which are manned primarily by combat service support personnel, such as aircraft maintenance, personnel become highly taxed to provide security for the installation.

(b) Evaluation: Providing security of an installation utilizing aircraft maintenance personnel is undesirable for two prime reasons. This units' maintenance capability is reduced each day by approximately 300 manhours per day due to the requirement to guard the Vung Tau Airfield perimeter. This is based on 30 personnel per day at an approximation of 10 manhours per individual, secondly, it is felt that combat service support personnel, such as aircraft mechanics, cannot provide the quality of security that could be provided by combat arms personnel,

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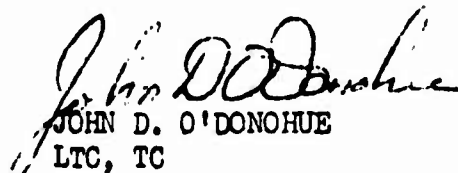
12

AVGFV

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion  
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

(c) Recommendations: It is recommended that installations manned primarily with combat support and combat service support units be provided with installation security forces. These forces would free the combat support personnel to better perform their mission. Trained security personnel would be better able to provide the function of installation security.

  
JOHN D. O'DONOHUE  
LTC, TC  
Commanding

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15


AVGF-B (15 Nov 71) 1st Ind 1LT Cumpson/mai/923-4528  
SUBJECT: Operational Report-Lessons Learned, 765th Transportation  
Battalion (AM&S) For Period Ending 31 October 1971, RGS  
CSFOR-65 (R-2)

DA, HEADQUARTERS, 34TH GENERAL SUPPORT GROUP (AM&S), APO 96309 15 DEC 1971

TO: Commanding General, United States Army, Vietnam, ATTN: AVHD-DO,  
APO 96375

This Headquarters has reviewed the ORIL Report from 765th Transportation Battalion (AM&S), and CONCURS with the comments. The MRQ policy (para 3, basic correspondence) currently in effect at USAAMTC is under complete review and analysis to determine its impact on DSSA operations.

FOR THE COMMANDER:

  
DENNIS SOKOLOWSKI  
CPT, AGC  
Adjutant

7 FEB 1972

AVHDO-DO (19 Nov 71) 2nd Ind

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion Period Ending 31 October 1971, RCS CSFOR-65 (R3)

Headquarters, United States Army Vietnam, APO San Francisco 96375

TO: Commander in Chief, United States Army Pacific, ATTN: GPOP-FD,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1971 from Headquarters, 765th Transportation Battalion and concurs with comments of indorsing headquarters.

2. Additional comments follow:

a. Reference item concerning "Organizational Preventive Maintenance," paragraph 2c(1), page 8:

(1) Concur with the generalization concerning increases in the number of organizational discrepancies being found on aircraft. The factors which are suspected to have led to this situation, in general terms, are:

(a) Widespread aircraft transfers and the artificial workload created in those units which are affected by the program.

(b) A gradual lowering of the experience level of assigned maintenance personnel.

(c) The development of a "standdown attitude" within units of all types, including aviation units. This is particularly apparent in units which appear on increment lists and manifests itself in aircraft being allowed to fly until the last possible moment with a very minimum of maintenance being accomplished.

(2) Command recognition of these factors has resulted in emphasis being placed on attempting to control their impact. Concentrated efforts have been made on all three of the factors. Additional strong command emphasis will be placed on the performance of organizational maintenance in the future.

(3) The 765th Trans Bn (AM&S) is commended for being able to continuously "turn around" aircraft workload to them in 20 days or less in spite of the organizational maintenance situation. Battalion turn around rates as extracted from paragraph 1d(3)(a), page 3, of this ORLL are:

ACFT WORKORDERS COMPLETED IN 20 DAYS OR LESS

<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	
75.2	93.1	96.8	98.0	95.6	89.4	PERCENT

FOR THE COMMANDER:

  
I. L. CHILDRESS  
CPT AGC  
ASSISTANT ADJUTANT GENERAL

7  
GPOP-FD (19 Nov 71) 3d Ind

SUBJECT: Operational Report-Lessons Learned, HQ 765th Transportation Battalion, Period Ending 31 October 1971,  
RCS CSFOR-65 (R3)

HQ, US Army, Pacific, APO San Francisco 96558

3 MAR 1972

TO: HQDA (DAFD-ZA) WASH DC 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:

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18

Security Classification

## DOCUMENT CONTROL DATA - R &amp; D

(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)

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15

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